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TERMS OF REFERENCE

FOR

THE 1982 STRATEGIC PLANNING CYCLE

In 1981, in response to a request from the Assistant to the President for National Security Affairs, the Intelligence Community, under the leadership of the DCI, produced an estimate of the challenges the Community will face through the balance of this decade, identified shortfalls in present programming with regard to meeting those challenges, and presented a list of additive capabilities required to alleviate these deficiencies. That estimate, entitled the 1985 Intelligence Capabilities Study, was approved by the President for planning and as guidance for outyear funding forecasts. The DCI, in his 1981 report to Congress, noted that this effort did not represent a single planning episode, but rather a continuing process that will proceed on a regular basis. To that end, the DCI has now directed that the Community proceed with the next phase of this process—a more in-depth look at selected factors both within and outside the Community that will impact on the Community's ability to assure an uninterrupted flow of intelligence support into the next decade.

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Our first undertaking in this regard will consist of two principal parts. The first will be designed to update the 1985 Capabilities Study. The second part will be designed to extend the Community planning horizon to 1990 and will focus on developing alternative approaches for addressing a selected subset of the challenges the Community will face in the extended time frame. As was the case during development of the 1985 Capabilities Study, deliberations during both steps will focus on intelligence capabilities that

SECRET

support broad national objectives. All capabilities funded in the NFIP will be taken into account, with emphasis on analysis (per the President's memorandum to the DCI dated 6 May 1982), technological initiatives, and the Intelligence Community's support structure. Counterintelligence and covert action are being handled separately.

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The Product of the first step will consist of an interim report for the Intelligence Community updating the 1985 Capabilities Study. The product of the second step will consist of a Community summary long-term planning paper for submission to the President, together with supporting appendices providing additional detail on major subsets of the problem, for his approval. The approved version will serve as the basis for DCI guidance concerning outyear funding activities. The summary will focus on projected deficiencies in programmed intelligence capabilities through 1990, suggest a priority order in which they should be pursued, and provide alternate approaches to critical shortfalls. Only the most significant issues will be addressed in the summary.

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The Organization to produce the update and the long-term plan will consist of an Executive Steering Group and a Community Working Group. The Executive Steering Group, which will provide overall policy guidance for conducting this year's study effort, will consist of a senior representative from the Department of State, the Department of Defense, the Central Intelligence Agency, the Office of the Assistant to the President for National Security Affairs, and the Director of the Intelligence Community Staff, and will be chaired by the DDCI. The Director of the IC Staff's Office of Planning will serve as Chairman of the Working Group and will also act as the Recording Secretary for the Executive Steering Group.

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The Community Working Group, under the direction of the Chairman, will be

SECRET

responsible for preparing the update and the long-term plan. Interested Agencies and Departments will be invited to provide members on the Working Group. Composition of the Working Group will be adjusted during various phases of the effort to ensure that appropriate Departments and Agencies are represented when addressing matters for which they have special expertise.

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Members of the Community Working Group will be responsible for assembling appropriate specialists from their respective Departments and Agencies to: present projections of their future operating environment and of their plans for coping with it; identify deficiencies and shortfalls in Intelligence Community capabilities; recommend alternative solutions to resolve or alleviate these deficiencies and shortfalls; and establish goals and objectives in support of initial funding requests. It is not necessary that a Working Group member be relieved of all other responsibilities during the period of the assignment, but during such periods the requirements of the Working Group must take precedence over other responsibilities if the time schedule for completing the update and the plan are to be met.

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The Community Working Group Chairman will be responsible for arranging presentations from appropriate DCI Committees and other interagency groups to outline for the Group what is being done to implement specific aspects of the 1985 Study.

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Support to this estimate must be a Community effort. Intelligence Program Manager cooperation is, of course, critical to the success of this undertaking, much as it was the basis for the success of the 1981 estimate.

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SECRET

Administrative support will be provided by the IC Staff, and the IC Staff will be responsible for advice to the Working Group on resource management and programmed intelligence resources.

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The Method for undertaking the estimate will involve:

-- Revalidation by exception of the intelligence issues and shortfalls contained in the 1985 Intelligence Capabilities Study, and comparison of the capabilities base assumed during development of the 1985 Study and the FY 1984-1988 program base to identify any adjustments necessary to the recommended augmentation of currently programmed capabilities.

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-- Extending the projection of intelligence needs to 1990 CIA's recent long-range forecast on this subject should provide a point of departure for this effort.

? from where?

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-- Assessment by the consumer/producer representatives of the relative importance of the challenges the Community will face, and by Program Manager representatives of the most effective and efficient order in which to proceed with regard to resolving them.

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-- Expansion of a few selected challenges to the next appropriate level of specificity to enable better assessment and evaluation.

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SECRET

-- Review of a select group of swing technologies that will come to fruition in 1985 and be operational by 1990, with an assessment of their potential applicability to specific shortfalls.

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-- Identification of Community needs with regard to skilled manpower, capital investment funds, and plant improvement; projection of the availability of such resources through 1990; and assessment of the rate at which the Community could effectively absorb augmentation in these areas.

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-- Identification of a select set of high-return-on-investment opportunities for Community Program Managers to consider.

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To achieve these goals, maximum advantage will be taken of associated work recently completed or presently under way within the Community. More specific terms of reference will be available for each phase of this undertaking.

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Timing. Coordination of the draft update of the 1985 Capabilities Study within the Community Working Group will be completed by mid-November at which time it will be presented to the Executive Steering Group for review and approval. Coordination of the draft 1990 planning study within the Working Group will be completed in mid-1983 at which time the first complete draft will be presented to the Executive Steering Group for review and approval. (Key draft sections of the study will have already been reviewed by the Committee.) It is anticipated that Executive Steering Group deliberations on the 1990 study will be completed by September 1983, at which time an approved draft will be presented by the DDCI to the NFIC for formal Program Manager review. The final report will be submitted to the DCI for approval and forwarding to the President in October 1983.

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